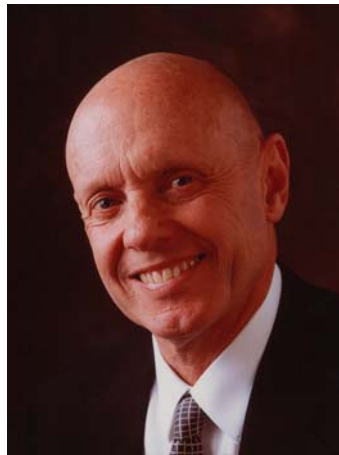


# LINKAGE

The 2004 Linkage  
**Excellence in Management &  
Leadership Series**

## **Unleashing Human Potential**

**Participant Guide**



Featuring Stephen Covey

**LINKAGE**  
*INCORPORATED*

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Dear Participant:

Welcome to the Linkage broadcast, *Unleashing Human Potential*. This is the fifth of ten broadcasts in Linkage's 2004 Excellence in Management & Leadership Series and features Stephen Covey, one of the most influential holistic thinkers in our age. Dr. Covey is one of *Time Magazine's* 25 most influential Americans and one of *Sales and Marketing Management's* top 25 power brokers.

In this presentation, Dr. Covey helps us effectively unleash the potential of our people and, in the process, unleash our own leadership potential.

Like all Dr. Covey's lessons, this presentation will reach to the very core of our essence as a human – not just a corporate executive, an organizational manager, or a team leader. Dr. Covey's principles help us be more effective whether we're sitting at a conference table or a dinner table.

Expect to be challenged. Dr. Covey believes that "leadership is a choice, not a position." Leadership requires that we choose: we choose how and when to listen; we choose how and when to communicate; we choose how and when to praise. Effective leaders make choices based on core fundamental principles, principles that often go far below the veneer that comprises our corporate skin.

As evidenced in the world around us, we are defined as leaders by our character. Covey explains, "Our character is basically a composite of our habits. Because they are consistent, often unconscious patterns, they constantly, daily, express our character." At the same time, Dr. Covey provides hope:

*I assure you that you are not your habits. You can replace old patterns of self-defeating behavior with new patterns, new habits of effectiveness, happiness, and trust-based relationships.*

In this broadcast, you will learn to:

- Build a high trust culture to empower your people to innovate and create; leverage the six workplace/organizational principles.
- Renew your leadership role and gain better understanding of its impact on your organization; apply the four key leadership disciplines.
- Assume the four critical roles of a leader: pathfinding, aligning, empowering, and modeling.

Whether you lead a project team or a Fortune 50 company, this broadcast and follow-up training will challenge you to take your leadership to new heights and new levels – and become a better person along the way.

These participant materials have been designed to complement your participation in this broadcast with Stephen Covey. Use the materials **before** the broadcast to learn more about Covey and his philosophies toward leadership and potential.

Use the materials **during** the broadcast to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Dr. Covey via fax, telephone, and/or email. Dr. Covey will speak for the first 60 minutes and then respond to questions for the next 30 minutes. Your submission of questions is critical to the success of the program.

Most importantly, use the materials **after** the broadcast to help you implement the principles and techniques as you lead your organization. Use the materials as your ongoing source of renewal, energy, and direction.

## About Linkage

Linkage, Inc. is a global organizational development company that specializes in leadership development. Serving the public and private sectors, the Company provides clients around the globe with integrated solutions that include strategic consulting services, customized on-site training experiences, tailored assessment services, and benchmark research.

With a relentless commitment to learning, Linkage also offers a full range of conferences, institutes, summits, public workshops, and distance learning programs on leading-edge topics in leadership, management, HR, and OD. More than 100,000 leaders and managers have attended such a Linkage program since the Company's founding in 1988.

Linkage is headquartered in Burlington, Massachusetts, with regional offices in Minneapolis, Atlanta, San Francisco, London, and Brussels. On two occasions, Linkage has been named to the Inc. 500, a list of the fastest-growing private companies in the United States.

## Upcoming Events

Speakers confirmed for our 2004 Fall Excellence in Management & Leadership Series are listed below.

Please join us for these upcoming programs. These broadcasts are offered live, by Linkage, on the following dates. Please check with the individual responsible for the broadcasts within your organization for any internal changes to the schedule.

September 15, 2004 – ***Ethics in Leadership***

**Sherron Watkins**, former vice president of Enron Corporation and *Time Magazine's* Person of the Year, honored for her actions in calling light to wrongdoings at Enron, and **Joseph Badaracco**, Professor of Business Ethics at Harvard Business School

September 28, 2004 – ***The Half Truths of Management***

**Henry Mintzberg**, Award-winning Author, Professor, and Management Guru

October 18, 2004 – ***Global Leadership***

**Mikhail Gorbachev**, Former President of the Soviet Union and 1990 Nobel Peace Prize Laureate

November 17, 2004 – ***The Essential Transition: Helping Managers Learn to Lead***

**General Tommy Franks**, Four Star General, Former Commander and Chief, U.S. Central Command

November 30, 2004 – ***Lessons in Leadership***

**Richard Branson**, Founder and CEO of Virgin Corporation

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## **SECTION 1**

### **PROGRAM MATERIALS**

**principle:** a fundamental truth, law, doctrine, or motivating force, upon which others are based

**habit:** a pattern of action that is acquired and has become so automatic that it is difficult to break

**discipline:** training that develops self-control, character, or orderliness and efficiency

Principles are immutable truths. For example, smoking is not healthy.

A person has habits that they've acquired. For example, smoking is a habit.

Disciplines are actions taken for a specific reason or outcome. For example, a smoking cessation program is a discipline to stop smoking and become or remain healthy.

## Introduction and Basic Premise

*“At a time when American organizations desperately need to energize people and produce leaders at all levels, Covey provides an empowering philosophy for life that is also the best guarantee of success in business...a perfect blend of wisdom, compassion, and practical experience.”*

- Rosabeth Moss Kanter  
Editor of the *Harvard Business Review*  
Author of When Giants Learn to Dance

Dr. Covey's teachings, most people agree, are effective because they go to the very core of who we are as people. Dr. Covey speaks to us as people first – and as leaders second. The principles that guide us in our day-to-day living guide us as we lead others.

Ineffective people try to manage their time around priorities, says Dr. Covey, whereas effective people lead their lives and manage their relationships according to principles – natural laws and governing values that are universally valid. Leadership, he states, is the ability to apply these principles to problems, resulting in quality, productivity, profitability, and win-win relationships.

## The Seven Habits

Most of us learned of Stephen Covey through his best-selling book, The 7 Habits of Highly Effective People. In his book, he discusses seven habits, which he suggests can guide us to happy, successful lives:

1. Be proactive. You are responsible for your life. Decide what you should do and get on with it.
2. Begin with the end in mind. Think of how you want to be remembered at your funeral. Use this as a basis for your everyday behavior.
3. Put first things first. Devote more time to what's important but not necessarily urgent.
4. Think win-win. Have an abundance mentality. Seek solutions that benefit all parties.
5. Seek first to understand, then to be understood. Don't dive into a conversation. Listen until you truly understand the other person.
6. Synergize. Find ways to cooperate with everyone. Value the differences between people.
7. Sharpen the saw. Continually exercise and renew four elements of your self: physical, mental, emotional/social, and spiritual.

### Begin With the End In Mind

In a recent interview with *Working Wounded*, Dr. Covey was asked, “Let’s cut right to the chase for the millions of people who have read The 7 Habits of Highly Effective People. Which habit do you think is the most important?”

Dr. Covey replied:

*Theoretically I would say always Habit 1 (be proactive) because you have the power to choose your response in any situation.*

*But at the practical level the one that hits people the most is Habit 5 (seek first to understand, then to be understood). Just to simply start listening will open up the world to you. You’ll start feeling reverence for people and it will bring humility into your life.*

*But if you were to really push me I would say it is Habit 2 (begin with the end in mind). Why? Well, what is your life about? That is the most important decision you’ll ever make.*

As leaders, what we want of our organization – what we want of our people – emerges naturally and powerfully when we know what we want of ourselves.

The legacy we – as leaders and as humans – leave is based on the choices we make day in and day out. Each choice is an opportunity to continue building the legacy we’re building, or to change and begin creating a different legacy. To keep on the path we’re on, or to forge a new path. To do what we’ve always done (and get the things we’ve always gotten), or to try something new and form new habits.

As Dr. Covey points out:

*To achieve goals you’ve never achieved before,  
you need to start doing things you’ve never done before.*

### Six Workplace/Organizational Principles

Dr. Covey suggests that we consider six workplace/organizational principles to help us focus our goals. As leaders, we need to encourage and model:

- Clarity: understand key priorities
- Commitment: emotionally connected to key priorities
- Translation: “line-of-sight” from job, team, etc., to the organization’s key priorities



- Enabling: remove structure/system and cultural barriers
- Synergy: work together to arrive at better ways to achieve goals
- Accountability: responsible for achieving key prioritized goals

By adhering to the seven habits and using the six workplace/organizational principles to guide us in our new beginning, we can increase our effectiveness as leaders.

### **Question-and-Answer Session**

Dr. Covey will dedicate the last 30 minutes of his live broadcast to answer your questions. Complete the Question Sheet on the next to last page of this participant guide and:

- If you are participating in the live presentation of this program, fax, e-mail, or call in your questions using the instructions on the Question Sheet. Your seminar coordinator may gather your questions and send them in collectively.
- If you are participating in a recorded presentation of this program, share your questions with your seminar coordinator to be answered during your post-broadcast activities.

### **When the Session Has Concluded**

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs – and we rely on you to help make this happen. Please complete the program evaluation form on the last page of this guide or online at: [http://www.linkageinc.com/dis/satellite\\_evals.shtml](http://www.linkageinc.com/dis/satellite_evals.shtml).
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended post-broadcast activities that begin on page 21 of this participant guide.

## Pre-Broadcast Reading: Principles versus Practices

How do we as individuals and organizations survive and thrive amid tremendous change? Why are efforts to improve falling so short in real results despite the millions of dollars in time, capital, and human effort being spent on them? How do we unleash the creativity, talent, and energy within ourselves and others in the midst of pressure? How do we achieve balance among personal, family, and professional life?

Dr. Covey has an answer to these questions. In a word, the answer is “principles”. As he states in his book, The 7 Habits of Highly Effective People, “the main thing is to keep the main thing the main thing.” And principles – not practices – are the main thing. Covey distinguishes practices from principles:

- Practices – “what-to-do’s” – are specific activities or actions that work in one circumstance but not necessarily in another.
- Principles – “why-to-do’s” – have universal application; when principles are internalized into habits, they empower people to create a wide variety of practices to deal with different situations.

## Principle-Centered Leaders Defined

Principle-centered leaders are men and women of character who work on the basis of natural principles and build those principles into the center of their lives, into the center of their relationships with others, into the center of their agreements and contracts, into the center of their management processes, and into their mission statements.

“If you focus on principles, you empower everyone who understands those principles to act without constant monitoring, evaluating, correcting, or controlling.”

## New Paradigm

Responding to classic dilemmas of modern living, principle-centered leadership presents a new way of thinking to help you:

- Achieve and maintain a wise and renewing balance between work and family, and between personal and professional ambitions, in the middle of constant crises and pressures.
- Unleash the creativity, talent, and energy of the vast majority of the work force.
- Maintain a sense of direction in today’s wilderness, where well-developed road maps (strategies and plans) are rendered useless by rapid change.

*“You have to decide what your highest priorities are and have the courage – pleasantly, smilingly, nonapologetically – to say ‘no’ to other things.”*

- Look at human weaknesses with genuine compassion and understanding rather than accusation and self-justification.
- Replace prejudice (the tendency to prejudge and categorize people in order to manipulate them) with a sense of reverence and discovery in order to promote learning, achievement, and excellence in people.
- Maintain control, yet give people the freedom and autonomy they need to be effective and fulfilled in their work.
- Create a culture characterized by change, flexibility, and continuous improvement and still maintain a sense of stability and security.
- Create team spirit and harmony among people and departments that have been attacking and critiquing each other for years, while scrapping for scarce resources, playing political games, and working from hidden agendas.
- Turn a mission statement into a constitution – the supreme guiding force of an entire organization – instead of a collection of nebulous, meaningless, and cynicism-inducing platitudes.
- Know where to start; knowing when and how to recharge your batteries to maintain momentum for learning, growing, and improving.

### **Leading by Principles versus Leading by Practices**

Leading by Practices: all the judgment and wisdom is provided in the form of rules and regulations; employees don't have to be the experts and don't have to exercise judgment.

Leading by Principles: requires a different type of and more training, but the payoff is more expertise, creativity, and shared responsibility at all levels of the organization.

### **Principles-Centered Leadership – Four Levels of Practicing**

Personal: your relationships with yourself

Interpersonal: your relationships and interactions with others

Managerial: your responsibility to get a job done with others

Organizational: your need to organize people – to recruit them, train them, compensate them, build teams, solve problems, and create aligned structure, strategy and systems

*"The enemy of the 'best' is often the 'good'."*

## Pre-Broadcast Activity: Execution Quotient (xQ) Self-Assessment

The FranklinCovey Execution Quotient study was conducted online by Harris Interactive in November 2003 with a national sample of over 12,000 full-time U.S. employees. These respondents represent a variety of industries and professions in the United States.

While Dr. Covey will reveal the survey results in his presentation, you will benefit from his discussion by taking your own self-assessment below. The results of the self-assessment are for your use only, so please be candid in your responses. (Note: Contact FranklinCovey directly if you wish to assess your organization's xQ.)

FROM THE PERSPECTIVE OF YOUR EMPLOYEES, rate the execution of each of the following on a scale from 0 to 100 where 100 represents flawless execution.

Principle/Statement	Score
<b>Clarity—understand key priorities</b>	
Organizational Direction: The organizational strategy and goals are precisely understood.	
Team Focus: Work-teams focus on top goals.	
Individual Goals: Individuals have measurable, deadline-driven work goals.	
<i>Calculate the average execution for Clarity ----- ➔</i>	
<b>Commitment—emotionally connected to key priorities</b>	
Team Goals—Quality: Teams have clear, measurable goals.	
Individual Engagement: Individuals are motivated and valued.	
Individual Commitment: People are committed to organizational direction.	
<i>Calculate the average execution for Commitment ----- ➔</i>	
<b>Translation—"line-of-sight" from job, team, etc., to key priorities</b>	
Organizational Line-of-Sight: All workers are focused on organizational goals and can see how they contribute to the achievement of organizational goals.	
Team Planning: We have clear, correlated assignments and follow-through.	
Individual Time Allocation: A majority of our time is spent executing top goals.	
<i>Calculate the average execution for Translation ----- ➔</i>	

*Continued on the next page.*

Principle/Statement	IScore
<b>Enabling—remove structure/system and cultural barriers</b>	
Team Goals—Quality: We have clear, measurable team goals.	
Organizational Performance Involvement: We follow a consistent, systematic approach to improving performance.	
Organizational Support: The organization actively provides support for work-team goals.	
Calculate the average execution for Enabling----->	
<b>Synergy—work together to arrive at better ways to achieve goals</b>	
Team Trust: There exists a safe "win-win" work environment.	
Organizational Collaboration: Smooth cross-functional work and communication exists among teams.	
Organizational Trustworthiness: Organizational values and commitments are honored.	
Calculate the average execution for Synergy ----->	
<b>Accountability—responsible for achieving key prioritized goals</b>	
Team Accountability: Commitments are honored among team members.	
Team Measures—Quality: Success measures are tracked accurately and openly.	
Individual Proactivity: Individual initiative and responsibility for results is the norm.	
Calculate the average execution for Accountability ----->	

"We simply assume that the way we see things is the way they really are or the way they should be. And our attitudes and behaviors grow out of these assumptions."

What areas represent the greatest opportunity for you?

## During The Program

- Participate!
- Submit questions to be addressed by Stephen Covey during the question-and-answer session. He will speak for the first 60 minutes and then respond to questions for the next 30 minutes, so again, your submission of questions is critical to the success of the program. To submit questions, complete the Question Sheet (found on the next to last page of this guide), submit an e-mail, or call in when prompted during the program.
- Dr. Covey asks that you engage in the presentation and subsequent questions and answers. If you wish, use the following pages to take notes on points important to you.

As you listen to Dr. Covey, you will want to use the following pages to take notes. Use the space below to capture key learnings and associated commitments for you to act upon.

*If you want to make minor improvements, work on behavior and attitudes. If you want to make quantum improvements, work on paradigms. A paradigm is like a mental model, an assumption, or a map."*

[illegible]





More notes

*“Many people seem to think that success in one area can compensate for failure in other areas. But can it really? True effectiveness requires balance.”*

*“How different our lives are when we really know what is deeply important to us, and keeping that picture in mind, we manage ourselves each day to be and to do what really matters most.”*

VALUES	PRINCIPLES
Social Norm	Natural Law
Personal	Impersonal
Emotional	Factual
Subjective	Objective
Arguable	Self-Evident
Behavior is governed by values. Consequences are governed by principles. Therefore, value principles.	

*“Basing our happiness on our ability to control everything is futile.”*

*“Dependent people need others to get what they want. Independent people can get what they want through their own efforts. Interdependent people combine their own efforts with the efforts of others to achieve their greatest success.”*

More notes

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**The Sweet Spot**  
The 4 Disciplines of Execution (4DX)  
Focus on the Wildly Important  
Create a Compelling Scoreboard  
Translate Lofty Goals into Specific Actions  
Hold Each Other Accountable—all of the time

No involvement, no  
commitment.”

[illegible]

*“People are wired to do only one thing at a time with excellence.”*

*“People play differently when they’re keeping score.”*

*“To achieve goals you’ve never achieved before, you need to start doing things you’ve never done before.”*

*“Knowing others are counting on you raises your level of commitment.”*

**More notes**

**Discipline 1: Focus on the Wildly Important**

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**Discipline 2: Create a Compelling Scoreboard**

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**Discipline 3: Translate Lofty Goals into Specific Actions**

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**Discipline 4: Hold Each Other Accountable—All of the Time**

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*"Leadership is communicating people's worth and potential so clearly that they are inspired to see it in themselves."*

Makes productive contributions through talent, knowledge, skills, and good work habits.

Post-Broadcast Activities

Complete and submit the program evaluation form found on the last page of this guide or online at: [http://www.linkageinc.com/disl/satellite\\_evals.shtml](http://www.linkageinc.com/disl/satellite_evals.shtml).

Activity 1: Self-Reflection and Discussion

*“The way we see the problem is the problem.”*

*“Our character is basically a composite of our habits. Because they are consistent, often unconscious patterns, they constantly, daily, express our character.”*

- What did Stephen Covey say that had the most impact – the most relevance – for you and your organization?

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- How might your employees describe you, the leader? What characteristics and habits do you display?

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- What do the characteristics and habits listed above tell you about your principles? Are you pleased with these principles? Which would you like to change? How? When?

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*"Between stimulus and response, there is a space. In that space lies our freedom and power to choose our response. In those choices lie our growth and our happiness."*

## Activity 2: Leadership – A Choice

Covey states that leadership is a choice, not a position. And if we're not consciously focusing on the important, we're unconsciously focusing on the unimportant.

Which of the six principles of execution hold the most potential for you and your organization? (Review the pre-broadcast self-assessment on the Execution Quotient (xQ) that you completed earlier in this participant guide.)

- Clarity—understand key priorities
- Commitment—emotionally connected to key priorities
- Translation—"line-of-sight" from job, team, etc., to key priorities
- Enabling—remove structure/system and cultural barriers
- Synergy—work together to arrive at better ways to achieve goals
- Accountability—responsible for achieving key prioritized goals

Select one of the above principles of execution and define:

- Why is this principle most important for you and/or your organization now?

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- What is the desired level of execution for this principle? Describe the way it SHOULD be if this principle were executed flawlessly.

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- What is the current level of execution for this principle?

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- What is the gap between the current level and the desired level? Why does the gap exist? What can be done to close the gap? What can you do to close the gap?

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*“Ineffective people live day after day with unused potential. They experience synergy only in small, peripheral ways in their lives. But creative experiences can be produced regularly, consistently, almost daily in people’s lives. It requires enormous personal security and openness and a spirit of adventure.”*

### Activity 3: Pick a Discipline, Any Discipline

In his presentation, Dr. Covey encourages us to consider the four disciplines:

- Discipline 1: Focus on the Wildly Important!
- Discipline 2: Create a Compelling Scoreboard
- Discipline 3: Translate Lofty Goals into Specific Actions
- Discipline 4: Hold Each Other Accountable—All of the Time

Select one of the disciplines – one that has most impact and potential for you – and complete the associated activity.

#### **Discipline 1: Focus on the Wildly Important!**

- Principle: People are wired to do only one thing at a time with excellence.
- Old Thinking: We can effectively accomplish six, eight, or even ten important goals at once.
- New Thinking: Organizations/Teams can only accomplish two or three goals at once with excellence.
- Outcome: Clarify your team’s Wildly Important Goals and align them to the organization.

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#### **Discipline 2: Create a Compelling Scoreboard**

- Principle: People play differently when they’re keeping score.
- Old Thinking: Once we’ve communicated the goal, people will know we’re serious about it.
- New Thinking: We’re not really serious about the goal until we start keeping score.
- Outcome: Identify key measures for your team’s goals and transform them into a visible, dynamic scoreboard.

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**Discipline 3: Translate Lofty Goals into Specific Actions**

- Principle: To achieve goals you've never achieved before, you need to start doing things you've never done before.
- Old Thinking: If people know the goal, they'll know what to do about it.
- New Thinking: Goals will never be achieved until everyone on the teams knows exactly what they're supposed to do about them.
- Outcome: Identify the new and better behaviors needed to achieve your goals and then translate those behaviors into weekly and daily tasks.

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**Discipline 4: Hold Each Other Accountable—All of the Time**

- Principle: Knowing others are counting on you raises your level of commitment.
- Old Thinking: As long as the goal is clear and compelling, people will remain focused and committed.
- New Thinking: Maintaining commitment to the goal requires frequent team engagement and accountability.
- Outcome: Learn and apply an ongoing team accountability process to engage the team in accomplishing the Wildly Important Goals.

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*“The ‘Inside-Out’ approach to personal and self; even more fundamentally, to start with the most inside part of self - with your paradigms, your character, and your motives. The inside-out approach says that private victories precede public victories, that making and keeping promises to ourselves precedes making and keeping promises to others. It says it is futile to put personality ahead of character, to try to improve relationships with others before improving ourselves.”*

**Activity 4: The Main Thing**

Stephen Covey believes that “the main thing is to keep the main thing the main thing.”

- What is “the main thing” in your life?  

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- How do you keep “the main thing” forefront in your decisions and actions?  

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- If “the main thing” isn’t currently part and parcel to your thinking and behaving, how will you once again make it the main thing?  

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*“All things are created twice. There’s a mental or first creation, and a physical or second creation of all things. You have to make sure that the blueprint, the first creation, is really what you want, that you’ve thought everything through. Then you put it into bricks and mortar. Each day you go to the construction shed and pull out the blueprint to get marching orders for the day. You begin with the end in mind.”*

*“Be patient with yourself. Self-growth is tender; it’s holy ground. There’s no greater investment.”*

**Final Activity: Action Planning**

Covey’s challenge can be inspiring – or overwhelming! “Live out of your imagination, not your history.”

- Review your **Key Learnings** and **Commitments to Do** on page 14 of this guide.
- Picture yourself six months from now. You’re reflecting with a sense of pride and satisfaction on what you’ve accomplished since the broadcast. As you look back, what one thing brings you the most pride?  

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- Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?
  - What do you need to do within three months?  

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  - What do you need to do by the end of this month?  

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  - What do you need to do by the end of this week?  

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  - What do you need to do tomorrow?  

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### Books Written or Co-Written by Stephen Covey

The following books are written or co-written by Stephen Covey and are listed in order of publication date:

- The 7 Habits of Highly Effective People. Stephen Covey. Simon & Schuster. 1989.
- Principle-Centered Leadership. Stephen Covey. Simon & Schuster. October 1991.
- Daily Reflections For Highly Effective People: Living The 7 Habits Of Highly Successful People Every Day. Stephen Covey. Fireside. March 1994.
- First Things First: To Live, to Love, to Learn, to Leave a Legacy. Stephen R. Covey, A. Roger Merrill, Rebecca R. Merrill. Free Press. January 1996.
- The 7 Habits of Highly Effective Families. Stephen Covey. Golden Books Adult Publishing. Oct 1998.
- Living the 7 Habits: Stories of Courage and Inspiration. Stephen Covey. Simon & Schuster. June 1999.
- Living the 7 Habits: The Courage to Change. Stephen Covey. Free Press. March 2000.

## **SECTION 2**

### **FORMS**

## Question Sheet

Use this form to write your question for Dr. Covey for discussion. Please write legibly.

**Name (optional):**

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**Organization:**

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**Location:**

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**Your question (25 words or fewer):**

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Fax 1.877.892.0170 (from within U.S.)

Fax 646.349.3661 (from outside U.S.)

Email: *leadership2004@linkage-inc.com*

Tel 1.800.489.8814 (from within U.S.)

Tel 801.303.7412 (from outside U.S.)

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# LINKAGE MANAGEMENT & LEADERSHIP EVALUATION FORM

*Unleashing Human Potential Featuring Stephen Covey*

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

ORGANIZATION \_\_\_\_\_

**Please indicate functional area (only circle one):**

Finance   Human Resources/Organizational Development   Manufacturing/Operations   Marketing   R&D   Sales

Other (specify) \_\_\_\_\_

**How many people do you have reporting to you (include all levels)? Number:** \_\_\_\_\_

**Please indicate your job level (only circle one):**

☐ President or Officer   ☐ Vice President   ☐ Director   ☐ Manager/Supervisor   ☐ Individual Contributor

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**1) Please indicate a rating for each of the statements below by checking the appropriate box.**

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant materials were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2) Please give a general overall comment about the program.**

\_\_\_\_\_  
\_\_\_\_\_

**3) Any suggestions on what we can do to improve?**

\_\_\_\_\_  
\_\_\_\_\_

**4) May we use any of these comments for promotional purposes (including name and organization)? Y N**

**5) On a scale of 1-10 (10 = Outstanding), how would you rate this session?      Rating:** \_\_\_\_\_

**6) Which speakers are you most interested in seeing at the next Linkage Excellence in Leadership & Management Series? (Please rate your top five, "1" being most interested)**

\_\_\_ James Champy  
\_\_\_ Deborah Tannen  
\_\_\_ Steve Jobs  
\_\_\_ Philip Knight  
\_\_\_ Edgar Shein  
\_\_\_ Carly Fiorina

\_\_\_ Michael Dell  
\_\_\_ Maya Angelou  
\_\_\_ Francis Hesselbein  
\_\_\_ John Scully  
\_\_\_ Warren Bennis  
\_\_\_ Robert Kaplan

\_\_\_ Margaret Wheatley  
\_\_\_ Michael Porter  
\_\_\_ Bill George  
\_\_\_ Meg Whitman  
\_\_\_ Chris Argyris  
Other \_\_\_\_\_

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.